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GM-08-101 Technology Project Management

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GUIDELINE

- **PROJECT MANAGEMENT AS A BEST PRACTICE**

GTA recommends that agencies utilize a project management process for all projects that have a technology component regardless of the dollar value of the project. Application of these principles should be tailored according to the size, complexity and importance of the project. Therefore, a simple or small project may only require that a project schedule and resources be tracked to ensure that the project remains on course (e.g. use of [Microsoft Project](#) [3] application), whereas a large multi-year project may require a rigorous methodology (e.g. the Rational Unified Process).

- **GTA's PROJECT MANAGEMENT LIFE CYCLE MODEL**

GTA reviews project concepts (Agency Project Requests ?APR?s) for IT projects with a total cost of \$100,000 and above.

Once a project concept is approved, GTA recommends following the five core processes of a Project Management Life Cycle modeled after the principles in the Project Management Institute?s (PMI?s [Project Management Body of Knowledge \(PMBOK\)](#) [4]. The PMBOK is located in the EPMO Methodology site. Also in this site is Georgia Technology?s PMO Project Guide. These core processes are: Initiation, Planning, Execution, Control, and Closeout. Because every project and every organization is different, these industry standard project management principles should be tailored to the size, complexity and importance of the project. Whichever approach or model is chosen, the principles from the PMBOK associated with the five core processes discussed below should be followed.

2.1 INITIATION ? *Project Initiation* is the first process of the project life cycle, usually represented by an Agency Project Request (APR) ?concept? document. The APR specifies what the project should accomplish and provides preliminary estimated costs, and project durations. It contains the business problem that initiated the project.

In addition to the APR, *Project Initiation* has three main objectives: 1) the identification of key project participants, 2) the research and development of the preliminary project charter and scope statement, and 3) the development of a preliminary budget with the approval and funding.

2.1.1 The major activities of the *Initiation Process* are: